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83-1652

27 June 1983

Mr. Harry E. Fitzwater  
Deputy Director for Administration  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Harry,

As I depart this organization after several years of service and observation, I have one overriding impression that I wish to leave with you for consideration and appropriate action.

This concerns the advent of the word processor into the inventory of secretarial equipment. It appears to me that proficient use of state-of-the-art word processing equipment can more than double the production potential of an office, or certainly of the secretary operating the equipment. In commenting on this point recently to [ ] I found him to be knowledgeable in this area, and he proceeded to tell me that many documented studies proved as much as five-fold increases in production are achieved with effective word processor operators.

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My suggestion is that any secretary who becomes proficient in word processor operation and who works with word processing equipment regularly (full time or a major percentage of time) should be provided with some form of proficiency pay in addition to the base salary. This idea is based on the reasonableness of a 10 or 20 percent stipend to a person responsible for an increase in production capacity of up to 500 percent.

In all my years of association with the U.S. Government, I am unaware of any innovation with such a degree of immediate work capability improvement. It seems appropriate, therefore, that a person willing to become trained, to develop productive proficiency, and to be able to put these capabilities to work for the good of the organization should receive a form of personal recognition and reward over those who do not participate in the state-of-the-art work force.

I hope you will give this suggestion some attention. I'm sure [ ] could provide you with some concrete justification should that be useful to you.

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Sincerely,

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[ ]  
Rear Admiral, USN (Ret.)

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